

Developing a Model of Strategic University Reputation Management in the Digitalization Period in Education

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ABSTRACT

The gist of this article boils down to the developing a model of strategic university reputation management. The development of the foundation of the organization’s reputation management is considered to be one of the most urgent tasks at the present stage of development of scientific knowledge. The article stresses the importance of a firm reputation because but few people have an idea of how to strengthen it and how to evaluate it. The formation of an organization’s reputation is a strategic and quite expensive process, requiring a large array of input data. That is why more and more attention is being paid to this area of research: new forms, methods, and methodologies are being developed to shape the development and maintenance of the reputation of enterprises in both theoretical and methodological, practical plans. For some types of organizations, reputation is earned with great labor, but it is an essential aspect of functioning, including for higher education organizations. The authors considered the main provisions of the organization’s reputation management. Taking into account the specifics of the activities of higher education organizations, it was necessary to create additional research and development of a reputation management model for precisely this type of institution. The reputation of the university consists in summarizing all the areas of its activity together and the formation of a complete presentation. This study became the basis for studying the reputation assessment of the university based on the component approach.

Keywords: *university reputation, strategic management, reputation management, university reputation management model*

1. INTRODUCTION

The reputation of a higher education institution is an indicator that is a representation of public opinion about objective quality.

The basis of the reputation of universities is: the quality of education, a high level of research activity, the social responsibility of the university. In addition to the fact that the university’s reputation is the connection, experience and feedback of students and employers, the reputation also includes tangible assets, which is an acute issue for small, low-funding institutions.

The reputation of the university is also a part of the strategic planning process. Taking into account the characteristics of this field of activity it is necessary to study the theoretical foundations of the topic, understand what factors determine the reputation of the university, develop a model for assessing the reputation of the university, and also move on to the practical part - management of the university’s scientific reputation.

The main goal of the study is to develop a university reputation management model.

2. RESEARCH METHODOLOGY

The study was conducted on the basis of the use of extensive theoretical and practical material, as well as the application of a methodological approach to identifying key management problems of higher education organizations

The main research methodological approaches (induction, deduction, systemic, causal, comparative, factorial, information-statistical) made it possible to fully organize the scientific search to achieve the goal and research objectives.

3. THE RESULTS OF THE STUDY

The problem of developing a model of strategic university reputation management is devoted to many scientific articles and monographs, there have been enough attempts to analyze the reputation of universities. Currently, some results of theoretical research on the development of the foundation of the organization’s reputation management have been accumulated [1-10].

Consideration of the theoretical foundations of the formation of a university reputation management model is

partially based on the study «Reputation Management of a Higher Educational Institution» [11, pp. 227].

The functioning of any organization, including universities, which determines their activities and survival in a competitive market in the long and long term, depends on adaptation to the expectations and requirements of the environment. The university is an open system for the formation of the reputation of which, interaction of internal capabilities with the needs of the external environment is necessary. Due to this factor a positive reputation is formed.

The representatives of the external environment of the university include: consumers of educational services; university reputation consumers; competing universities; mass media. The main product of the university is an educational service, which includes the following elements: educational service; related services: consulting services, organizational and management services; recruiting services; goods that accompany and support the learning process. Consumers of educational services are: schoolchildren, applicants, students, employers. Pupils; applicants; students, parents of students, applicants and schoolchildren; municipal education authorities; employers - these categories can be attributed to the reputation of the university consumers.

Considering that the organization of the university's functioning takes place in different directions, it is proposed to build a model of the university's reputation management in areas of activity with indicators indicating the reputation of the university as a whole. The developed model is presented here:

University reputation:

- research activities;
- university admissions company;
- International activity;
- financial and economic activities;
- social environment;
- interaction with employers;
- educational activities.

According to the model reputation management takes place in 7 main areas.

3.1. Interaction with employers

For any university, one of the most important strategic tasks is interaction with the real sector of the economy. The structural unit for interaction with university employers plays an important role in the establishment and maintenance of relationships with business representatives, accumulating communications, contacts of the entire university with the external environment. In this direction 4 main indicators are identified:

- The conclusion of long-term or short-term cooperation agreements with employers.
- Legal consolidation of the relationship between the university and the employer is absolutely necessary. Such agreements can be created, inter alia, in the process of sending a student to practice. In this case, the student

becomes the «face» of the university. It is highly likely that upon successful completion of the internship, the employer employs a student. A positive relationship with the student's internship strengthens the university's reputation in the eyes of the employer.

- Organization of interaction between employers and students. Any university has established and strong relationships with representatives of employers. The university should demonstrate these connections: arrange meetings, workshops, seminars with company representatives, taking into account the interests of both parties. This demonstrates the reputation of the university for both students and employers who are always looking for valuable personnel.

- Organization of career guidance activities for students. In this part, it is important to demonstrate to students the diversity of the market of specialties (professions) and the choice that they have. By arranging surveys, informative lectures, you can help the student direct his unique abilities to the desired type of activity. From this point of view, the reputation of the university in the eyes of the student will be higher, because orientation in the professional field is important for the student, this is the purpose of staying at the university.

- The presence of basic departments. The basic department is a unit of the university that belongs to any scientific industry, created on the basis of research, scientific-production, educational, industrial and other organizations. The integration of enterprise teachers and university theorists into the educational process of students allows us to combine practical and theoretical knowledge in the field. Moreover, such an education helps the student to join the process of work. If the university has basic departments at large enterprises of the city, this always enhances the prestige and reputation of the university among applicants, students and their parents, government bodies that control activities in the field of higher education, as well as the academic community.

3.2. Social environment

University socialization is the process of integrating a university into a social system, entering a social environment through mastering its social norms, rules, values [12, pp. 363-367]. The following indicators can be attributed to this direction:

1. Media / Marketing / Advertising.

Three components without which no organization in the modern market can exist. Given the current trends, universities need to be present on social networks, the media, disseminate advertising, and also work on the university's brand and promote it. It is important to invite the media to events important for the university, scientific conferences. After all, the more often the university will be heard, the more applicants and parents will consider this particular university. It must be remembered that for a university good advertising can be done not only by advertising policy services, but also by the team members

themselves. The presence of teachers in social networks, the ability to ask a question in a comfortable environment for the student - this is the maintenance of the trends of the University 3.0. Naturally this method has a flip side - the teacher's social network should contain acceptable content for students to view. This issue is now quite actively discussed by online communities and this needs to be controlled. The brand and style of the organization is certainly important. Often, marketers use the phrase «The client loves with his eyes», the same can be said about the future student [13, pp. 268]. It is necessary to follow the corporate identity, observe the trends in the development and updating of branded products.

2. Participation in charity events.

The university is an excellent platform for creating public associations of students, whose forces can be used for the benefit of society. This may be support for veterans, curatorship of an orphanage, charity concerts and events, assistance to homeless animals. This benefits not only society, but also does not leave students indifferent to the big problems of the modern world.

3. Organization of traditional events.

Each university has conferences, forums, extracurricular activities that become known not only among students of this university, but also possibly in the whole city or even the country. Therefore, it is necessary to support the holding of such events, bring them to a new level, invite various experts, and look for new opportunities. This contributes to a positive reputation and is a powerful engine for its development.

3.3. Financial and economic activities

The development prospect of any organization, including the university, is economically determined by the maintenance of the right financial policy. As mentioned earlier, the main funding of universities is state. Therefore, it is necessary to build a policy to attract additional financial resources [14].

1. Availability of endowment fund.

University Endowment Fund is a fund for the formation of endowment capital for the development of the university [15]. Often the fund is a non-profit organization, which is established by individuals on the basis of voluntary property contributions for the development of the university. When creating a fund, target capital is formed that is not touched for use. The Endowment Fund is an important tool to support the university community.

2. Attracted funds.

This indicator includes those funds that were attracted to the university at the expense of sponsors, customers of research projects, support of external grants of scientists. The university should regulate the management of cash inflows, set plans, help in the preparation of the necessary documentation, encourage teachers to participate in raising funds to the university.

3. Material and technical base.

Another crucial part is the university's strong material and technical base. This indicator includes everything from

educational buildings, dormitories, equipping classrooms to the library and the availability of modern software, information and production facilities. The presence and functioning of small innovative enterprises at the university also play a large role in obtaining additional funds.

3.4. International activity

1. Attracting international students.

The number of foreign students studying is the main indicator of the international activity of the university. Universities of Russia are ready to accept students for studies in various training programs and in different forms of training. The Ministry of Science and Higher Education of the Russian Federation created the STUDY IN RUSSIA project [16], which is an information system in many languages of the world. The site contains complete information about higher education in Russia: a list of universities with support for the admission of foreign citizens, a list of educational programs, instructions for preparing documents for entering a university. Education of foreign students at the university speaks of confidence in an educational institution and certainly enhances the reputation among both foreign applicants and Russian.

2. Preparation of foreign students.

A university providing training for foreign students needs to conduct high-quality training for passing entrance examinations at admission. The educational process is organized by the preparatory department of the university. Typically, training programs include a general Russian language course, the study of general educational disciplines during one academic year [17]. A set of special subjects for study depends on the choice of specialization of the future student. After graduating from the preparatory faculty, the student receives a certificate giving the right to enter any Russian university in accordance with the chosen specialization. A foreign student should be worthy of competition for incoming applicants in Russia.

3. Interaction with foreign universities.

The education system in different countries is very different from each other, because the process involves completely different methods of both education and the university management system. In the process of globalization, Russian universities need to maintain cooperation in the framework of creating joint projects, participation in joint grants. According to experts of the Peoples' Friendship University of Russia, a leading university in international relations (National Interfax-2018 University Ranking. Section: Leaders of International Cooperation [18]), the following directions of university collaboration within the framework of international cooperation are:

- joint educational programs (for example, double degree programs);
- accreditation of educational programs by international agencies and associations;

- PhD programs in English;
- creation of centers of the Russian language and pre-university training, specialized classes;
- organization and holding of international competitions;
- collaboration within network universities;
- creation of academic mobility programs for teachers and students;
- joint research;
- membership in international organizations and associations.

Supporting these events gives the university greater prestige and enhances its reputation among other universities.

4. Interaction with foreign teachers.

Attracting teachers from foreign universities to the learning process is a well-known practice for leading Russian universities. Given the capabilities of modern technology, conducting such lectures and seminars becomes possible for all universities. Experts in the field of higher education believe that Russian education is primarily a strong theoretical base, foreign - practical. Therefore, the participation of foreign teachers in the system of Russian education provides an opportunity for Russian students to touch the experience of world practitioners.

3.5. Admission Campaign

Admission of students for the university is the main activity. The selection committee helps to create a first impression of the attitude of the university towards future students. Only a small part of applicants enter the university without choosing it, without addressing questions to the staff of the institution. Accordingly, this area also needs to be given great attention.

1. Organization of interaction between university teachers and potential applicants.

With the active interaction of the university with educational institutions of the middle and professional level, the formation of a high level of trust is achieved. When a teacher comes to a school class and talks about the features of studying at a particular university, about the possibilities of free tuition, receiving grants, scholarships, social benefits, about the topics and places of work of graduated students of the departments, this gives the university a higher rating. For applicants, studying at a university is a new stage in life, for which they should be prepared and information from a university representative will be useful to them. When organizing events such as Open Day, the university must provide a meeting between the future applicant and the representative of the chosen direction. That is why it is important to conduct such events at an extremely high level.

2. Organization of career guidance activities for applicants. Assistance in determining a future profession is an important stage in admission. The university has a range of opportunities for organizing career guidance events. This

can be a career guidance test on the website of the admissions committee, or a lecture in the format of the event "Open Day". Attention from the university and help in determining the future profession helps to position the future student to study in this particular university.

3.6. Educational activities

Educational activity at the university is an exceptional area requiring great attention and control by the leadership. Given the needs of the modern market, universities should organize the educational process in accordance with the general standards established by the Ministry of Science and Higher Education of the Russian Federation.

1. The presence of modern educational programs.

The competitiveness of the university is determined by the availability of modern educational programs that meet the demands of the modern market. When choosing a future profession, the applicant relies on the possibility of choosing one or another specialty at the university. Educational programs should be updated, new directions should be opened that will be relevant today.

2. Qualification of teaching staff.

The qualifications of the faculty of the university also play a large role in the formation and maintenance of the reputation of the university. In this aspect, it is important not only to have a degree, but also professional retraining, which allows you to expand the professional skills of the teacher. The qualification must comply with the current requirements of the founder (Ministry of Science and Higher Education of the Russian Federation). University management should monitor the timely development of personnel to ensure a high level of staff reputation.

3. The use of modern information technology in the educational process.

The highlight of the concept is «University 3.0» is the implementation of not only the public functions of the university, but also compliance with the specific needs of business and the state. To date, the connecting element in the educational process and the application of knowledge in practice are information technologies that allow you to expand the format of the «classical» education system. The university must keep up with the times, purchase the necessary software and monitor its update on the market. The presence of modern technologies in the educational process allows us to prepare highly qualified personnel who are ready to work with the necessary software. This enhances the reputation of the university through the demonstration of graduates of their IT knowledge and skills.

3.7. Research activity

Despite the fact that the scientific activity of the university does not directly affect the number of applicants or other indicators that affect the receipt of additional profit, it is an important part of the reputation management of the

university. Forming the opinion of the academic community, managing the reputation of authors from a scientometric point of view, the relevance of scientific research, attracting young scientists and students to obtain scientific knowledge, training scientific and scientific-pedagogical personnel of the highest qualification are the main tasks of this direction in terms of establishing the scientific reputation of the university. Let us consider the main indicators.

1. Scientometric indicators of the authors of the university. The scientometric indicators of the author affect not only the reputation of the author himself, but also of the university as a whole. The author, engaged in research in his scientific field and publishing materials, represents not only himself, but also the university. Therefore, the management of scientometric indicators of the author and the university are important for managing the scientific reputation of the university. For this, the university requires a unit that will deal with the scientometric management of the authors.

2. The presence of dissertation councils. The activity of the dissertation councils at the university is primarily aimed at strengthening the scientific potential of departments, scientific departments of the university and scientific schools. The possibility of awarding scientific degrees is an important indicator of the scientific potential of the university. The results of the quality of work of dissertation councils (awarding degrees) affect the reputation of the university in the scientific field.

3. Scientific journals. The presence of scientific journals corresponding to the specialties of dissertation councils also shows the level of scientific potential of the university. It should be understood that the main indicator of these processes is the scientometric indicators of the journal, which demonstrate the quality and place among magazines in the same areas. Scientometric management also functions in the field of

performance management of journals, and is responsible for the management and control of scientometric parameters within the framework of the university.

4. University place in academic rankings. The main factor in the competitiveness of the university is its reputation in the national and international educational markets. University ranking is an important attribute of the global educational services market. Holding a high competitive position, the university increases its attractiveness for both applicants and employers, sponsors and the state. If we consider the university's inclusion in international ratings, then we can talk about the contribution to the formation of the educational environment not only in the region, but also in the image of the whole country.

5. Grant activity. Obtaining a grant by university scientists to conduct research is important in the development of not only the scientific environment, but also society, the city, and the region. As for the influence of this factor on the reputation of the university, we can say that grant support is the engine of research, and therefore the university as a whole. This support is significant not only in terms of scientific recognition, but also in terms of attracting additional funds.

4. THE DISCUSSION OF THE RESULTS

The directions of improving the reputation of a university can also be interpreted as components of a university's reputation management and presented in a different form (table 1). This method seems to be the most theoretically substantiated and coordinates management in the areas of the university.

Table 1 Key elements of university reputation management*

Title	Characteristic
Emotional appeal of a university brand	This component includes: <ul style="list-style-type: none"> • The university's relationship with the media (presence in social networks, television, radio, print media); <ul style="list-style-type: none"> • marketing (advertising, brand); • presence in major national and world ratings; • - building and maintaining a reputation in the eyes of the academic (scientific) community
The quality of educational services	The high quality of educational services of the university is a priori a guarantee of a high reputation. The provision of educational services is the main activity of the university.
Relationship with the environment	It was noted earlier: the external environment for the university is employers, partners, service customer companies. Relations with these categories allow you to spread a positive reputation among other market participants, due to this, the university can establish new connections, receive additional income and connections.
Administration Reputation	The reputation of the rector and vice-rectors is important not only for establishing relations with the external environment, but also for university employees. With confidence in management, the system works as useful as possible. University administration.
The contribution of the university to the social environment	Contribution to the social environment is characterized by the university's participation in charity events, attracting students to events aimed at solving social problems.
University financial performance	Speaking about financial indicators, it is necessary to understand that the state is the main source of financing. In this part, it is necessary to work on attracting new financial resources.

**compiled by the authors*

5. CONCLUSION

The combination of two models - the model of reputation management in the area of activity and the model of elemental reputation management of the university - allow us to conduct the most qualitative research in this area.

The authors considered the main provisions of the organization's reputation management. Taking into account the specifics of the activities of higher education organizations, it was necessary to create additional research and development of a reputation management model for precisely this type of institution. The reputation of the university consists in summarizing all the areas of its activity together and the formation of a complete presentation. This study became the basis for studying the reputation assessment of the university based on the component approach.

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